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ABSTRACT

In the fall of 1972, the United States Air Force Academy (USAFA) Library began an internal management survey of its public service reference department (excluding circulation and special collections) with the objectives of streamlining operations and establishing more service points for users. Initial data was called from an earlier user survey. When additional administrative and service data proved necessary, an in-house and an external survey of reference operations was conducted. For the in-house survey, the reference staff formulated a master list of all tasks performed. Individual interviews provided estimates of time spent on tasks on an annual basis. For the external survey, a questionnaire and a copy of the reference task list was completed by the head of public services at each of eight college libraries in Colorado. Survey results indicated that the USAFA Library was very rich in public service resources; its higher costs were largely due to its function as a special, as opposed to a strictly academic library. The survey results have been incorporated into preliminary one-year and five year plans to streamline the public service department of the USAFA Library. (Author/SL)

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A REGIONAL SURVEY HELPS TO SOLVE THE PROBLEM OF IDENTIFYING AND COMPARING LIBRARY SERVICES TO USERS

by

Marcy Murphy
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A REGIONAL SURVEY HELPS TO IDENTIFY AND COMPARE LIBRARY SERVICES TO USERS

In the fall of 1972, the Air Force Academy Library began an internal management survey of its operations. Phase I consisted of an analysis of the technical services and administrative units. Phase II, the topic of this paper, was a study of the public services unit.

Only the reference department will be considered here, excluding circulation and special collections. "Reference", however, in this context, includes not only a reference service desk but also a catalog information desk (since discontinued), a government documents department, an interlibrary loan section, reserve book collections and the specialized bibliographical services of subject librarians.

The chief objective of the study was to identify and attempt to cost, however approximately, the library's public services. We had a twofold purpose. First was our desire to streamline operations wherever possible, and to establish more service points for users. On the other hand, in sharp contrast, we knew it was inevitable that our budget would be reduced in the near future, so we hoped to identify areas and rank functions which seemed most expendable, in order to have our own contingency plan to offer rather than having ultimatums imposed from outside.

"Library services to users," within the limitations already described, were defined as those functions or tasks performed by library personnel whose primary charge was to work with users. Only the staff of the Academic Library was included in the experimental part of the survey.[1]

We focused chiefly on: 1) the tasks performed by personnel, with frequency and total time computed; 2) number and type of personnel (professional, support and student) in public services units; 3) number of service points in the system; 4) hours; 5) costs and 6) clientele, or users served.

We had thought orignially to evaluate our performance on the basis of an earlier user survey, in which a sample of cadets and all faculty were asked to express their opinions on library policies, services and resources. The results of this survey gave us some interesting and useful information, formatted in an unusually dramatic way by the consultant in computer science who wrote our programs.[2] For example, Figures I and II show "excellent" ratings for (I) REFERENCE SERVICES THROUGHOUT THE LIBRARY and (II) COMFORT AND ATTRACTIVENESS OF THE LIBRARY ENVIRONMENT, column five. Figures III and IV demonstrate vividly that our users

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need education in the use of the SERIALS COMPUTER PRINTOUT, and the fact that we have phonograph RECORDS which can circulate. Note the very high incidence of scores in the "DON'T KNOW" category, column two. Figures V and VI show the highest ratings of UNSATISFACTORY received: category three. At the time of the survey, the library photocopy machine was down fully 50% of the time, the result of using cheap paper which Air Force Procurement purchased. This has since been remedied. Dress requirements also received less than enthusiastic support. See Table VI. Cadets are required to wear full dress uniform to the library at all times; we have tried repeatedly to have these regulations changed but with no success to date.

Useful and interesting though these opinions of our users were, they were not sufficient to evaluate our public services. We needed more data of an administrative nature and also a comparison of our service products with those of other libraries, in order to form a conceptual framework in which we could better view our own output. For our earlier survey of technical services, we had adopted and adapted a model developed by investigators[3] who were exploring the feasibility of establishing a book processing center for nine academic libraries in Colorado, so we could compare and contrast some aspects of our technical processing with their findings. Since nothing of a similar nature existed for public services, we decided that after our internal survey, we would do our own study of the public services departments of the same samples of libraries. However, our comparative analysis would be extremely simple by comparison.

For our in-house survey, we asked eight reference librarians and four library technicians to participate. The first step outlined was to develop individual task lists. From these, a master list was compiled. This master list was intended to include every job done by a member of our reference staff. See Appendix I. This is a working draft and is, of course, idiosyncratic, with highly specialized uses of terms. "INFORMATION SERVICES TO USERS", for example, meant answering questions when not scheduled on the Reference Desk. "INTERVIEWS" were meetings which lasted five minutes or longer but were unscheduled, in contrast to "MEETINGS", which by definition were scheduled ahead of time.

Using the final draft of the task list, public services personnel kept diaries for ten days. In order to supplement this observed sample, the research team also interviewed each staff member to get his estimate of how his time was spent on an annual basis. These records were called occupational audits.

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From this experiment, we developed two basic products: individual job profiles of each staff member, and lists of tasks performed in rank order by time and cost. Figure VII is the profile of a reference librarian, according to her diary. Tasks are arranged in rank order by total time spent, column one, and percent of total time, column two. We also came up with a cost estimate for each task (by taking time, times wage per minute, divided by frequency). See column 4 . This represents cost per occurance but it needs careful interpretation, since it is a function of the frequency.

We have these same kinds of individual profiles for the job audits, or estimates, of the staff, in contrast to their diary studies, and also a comparison profile, as seen in Figure VIII. This is arranged in numerical task order number (column 4) and unfortunately lacks percentage comparisons. However, some clues to discrepancies do turn up in the last two columns; costs per occurance for both diary and audit data.

The second format was a listing, in rank order by time and cost, of all 124 tasks performed by the department. Figure IX shows the three most time-consuming tasks according to the diary data. I) ANSWERING SIMPLE QUESTIONS ON THE REFERENCE DESK; II) REVIEWING SELECTION MEDIA, and III) PROFESSIONAL READING.

Next, the twelve highest ranking tasks on both the audit and diary printouts were identified and compared. See Figure X . The five (5) which overlapped were selected. These are shown in Figure XI . These we have identified as the costliest and most time-consuming tasks of our public services staff, arranged in rank order by the diary data: 1) SERVING ON THE REFERENCE DESK; 2) REVIEWING SELECTION MEDIA; 3) PROFESSIONAL READING; 4) INTERVIEWS; 5) REVIEWING NEW BOOKS.

This resume of our internal study hits only its highlights, of course. Several other studies were also conducted concurrently, such as an analysis of types and levels of reference questions. Certainly, there were qualifying conditions to our findings. Results are approximate and suggestive only, not final in any sense of the term. For example, several overlap jobs, such as selecting materials while sitting at the reference desk, were not clearly differentiated. The staff reminded us again, too, that no time is really a good time for diary studies. Technical services departments had objected to the times selected because of staff vacancies, or new personnel in training. The reference staff objected because they felt the period would not be busy enough to be representative of the usual faster

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pace. Circulation objected because they thought the times were too busy. Finally, the entire staff disapproved of what they perceived as the lack of quality judgments inherent in the methodology, since the data did not provide any means of saying who did a good job and who did a poor one. They felt this omission was a serious flaw, although the research team had repeatedly told the staff that evaluation of performance was not an objective in the management study. Attempting to quantify library tasks has never been a popular occupation and continues to be particularly suspect in public services.

Our next step was to proceed to a survey of the libraries in the region. A questionnaire was designed[4] and sent, with a copy of the reference task list, shown in Appendix I, to each Assistant Director for Public Services or his equivalent at the nine Colorado libraries. A cover letter explained the purpose of the survey and asked for an appointment to conduct an interview. Since our first concern was to identify tasks performed by public services personnel through use of our task list, we wanted to assure understanding of our terminology through personal, on the spot, explanations. Also, some of the other material to be covered, such as salary scales, was judged to be sensitive, even though one could reasonably expect such information to be a matter of public record in any public institution. As it turned out, one librarian of the nine surveyed did indeed take issue with the request for this information.

Before the questionnaire and letters were mailed, a pilot project was run at the University of Colorado Libraries, the largest institution in the sample, where the Assistant Director for Public Services and the Chief of Reference agreed to review the project and suggest any needed revisions. Among these revisions were five tasks added to our original list: SHELF-LIST MAINTENANCE; SERVICING A COLLECTION OF AV MATERIALS; BINDERY PREPARATION FOR REFERENCE COLLECTION; BINDERY PREPARATION FOR GENERAL STACKS; CONTINUING EDUCATION AND STAFF DEVELOPMENT PROGRAMS.

The writer visited all nine libraries in the spring of 1973. One did not cooperate in the survey and the investigator was unable to repeat the trip at a later, more convenient date. So the total population, including USAFA (library no.1) consisted of nine, rather than ten, in most instances.

As noted earlier, we were especially interested in identifying a "core" of reference tasks, which all staff performed. Following is a list of those reference functions which all nine, or eight, libraries in the sample consistently observed:

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A. Tasks performed by all nine reference departments:

BIBLIOGRAPHIES - PREPARE
COLLECTION DEVELOPMENT - REVIEW SELECTION MEDIA
COLLECTION DEVELOPMENT - REPLACE ORDERS
CONVENTIONS - ATTEND
CORRESPONDENCE - DRAFT
CORRESPONDENCE - TYPE
PERIODICAL INDEXES - USE
FILE MAINTENANCE - ASSIGNING SUBJECT HEADINGS
ANSWERING QUESTIONS FOR USERS WHEN NOT ON THE REFERENCE DESK
SIMPLE AND SEARCH
INTERVIEWS (UNSCHEDULED MEETINGS)
LEAVE
PERSONAL BUSINESS (ACTIVITIES NOT WORK RELATED)
REFERENCE DESK ASSISTANCE - SIMPLE AND SEARCH
SCHEDULES - PREPARATION
TELECONS
TOURS

B. Tasks performed by eight reference departments:

ACADEMIC ACTIVITIES
BIBLIOGRAPHIES - SCREEN
FILE MAINTENANCE - PREPARE AND FILE
OBSERVATION OF ACTIVITIES IN LIBRARY (CONSCIOUS SUPERVISION)
OPEN OR CLOSE LIBRARY
PROFESSIONAL READING (FOR PERSONAL DEVELOPMENT, NOT SELECTION)
TYPING
WEEDING COLLECTION
INSTRUCTION IN LIBRARY USE PROGRAMS

In contrast, we were also very alert to low frequency tasks. In other words, could we identify functions we were performing uniquely, for whatever reasons? Following is a list of those operations which only one, two, or three libraries conducted in their reference departments.

A. Tasks performed by one reference department only:

BUDGET MONITORING - SORT SLIPS
CLASSIFIED MATERIALS - SIGN FOR
CLASSIFIED MATERIALS - ASSIST USERS
CLASSIFIED - MATERIALS - INVENTORY
CLASSIFIED MATERIALS - DESTROY
DOCS UN - PROCESS
DOCS UN - SHELVE
DOCS UN - OTHER TASKS
DOCS UN - OTHER TASKS (besides routine reference and processing)
REPORT LITERATURE - ANSWER QUESTIONS
REPORT LITERATURE - SELECT
REPORT LITERATURE - BIBLIOGRAPHIC CHECK
REPORT LITERATURE - OTHER - SPECIFY
SPECIAL TECHNICAL ORDER FILES - MAINTENANCE

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B. Tasks performed by two reference departments:

DOCS - US - INFORMATION DESK MAINTENANCE
DOCS - US - PROCESS DEPOSITORY SHIPMENTS
DOCS - US - PROCESS NON-DEPOSITORY ITEMS
HOSPITAL LIBRARY BACKUP DUTY
MICROFORMS - SERVICE THE COLLECTION
NEW ACQUISITIONS LIST - COMPILE AND REVISE
BINDERY PREPARATION - GENERAL COLLECTION

C. Tasks performed by three reference departments:

ABEL SLIPS - SORT
COLLECTION DEVELOPMENT - REVIEW OF FACULTY ORDERS
DEPARTMENTAL LIBRARIES - PLAN FOR COLLECTION
DEPARTMENTAL LIBRARIES - MAINTAIN COLLECTION
DOCS - US - SELECT FROM MONTHLY CAT., ETC.
INVENTORY, ANNUAL
KP IN STAFF ROOM
MUSIC COLLECTION - SERVICE
MUSIC EQUIPMENT - PLAN
PHOTOCOPIES - PROVIDE CHANGE
RESERVE - PROCESS LISTS
RESERVE - PROCESS BOOKS
RESERVE - REMOVE BOOKS
RESERVE - PHOTOCOPY
RESERVE - PROCESS PROBLEM SETS
RESERVE - OTHER SPECIFY
SUGGESTION BOX - REVIEW COMMENTS
SUGGESTION BOX - DRAFT OR TYPE REPLIES
TIME AND ATTENDANCE CARDS
AV MATERIALS, SERVICE A COLLECTION
READ SHELVES

Complete ranked listings of reference department functions appear in Appendix IV . Please note these "reference department only" functions differ from "public services functions", which were performed in areas other than reference, such as branch libraries. A ranked list of these public services functions, whose distribution varies in interesting ways, is also available, but it is not included here because of space constraints.

These low frequency tasks could be interpreted variously as 1) possibly expendable; 2) better located in a different system, or a different part of an existing system; 3) a function of our special library status, in comparison with the other purely academic institutions. For example, our handling of classified materials and special files, obviously fits the third, "special", category. Another example, processing and servicing a separately classified UN documents collection is not customary in reference departments and this suggests exploring the possibility of relocating this function.

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Concerning public service personnel, we wanted to know about numbers, salaries, and professional/staff mix. We assumed initially that the number of professional staff in our own public services unit - thirteen - would be very high comparatively, and our assumption proved correct. This number was exceeded only by the biggest university in the sample, with twenty, and not equalled by any of the others. However, this figure can be misleading, for another "special" characteristic of the USAFA academic library is its inability to hire student help. One library in the sample had the equivalent of 36 FTE students. Nor are "work study" federal funds available to us. See Figure XIII which is a rough estimate of student bodies, hours and dollars available to the other publicly supported libraries in the sample, but not to us.

Figures XIV and XV show comparative salaries for professional and staff positions at the nine institutions. Salaries at USAFA are consistently higher, due to the salary schedules of federal civil service. Note, for example, in Figure XV the number of staff positions recruited at the $5,000 or under level in other institutions. Until recently, the lowest grade level in the library was GS-3, with a salary floor of $6,408.[5] By the same token, the floor for a beginning librarian is GS-9, or $12,167.[6]

Since our personnel costs are very high overall, averaging 65% of the total operating budget, we find it most helpful to be able to tell our allocators, when they question, that our higher costs can be demonstrated to be our inability, first, to utilize student assistants, or, second, to hire under the salary floors set by civil service.

Our professional/staff mix was also high. See Figure XVI . We have already taken some steps to reduce this and have further benefited by hiring part-time instead of full-time help, impossible to do before this year. This allows us much greater flexibility in staffing odd hours. Looking at Figure XVI, one could speculate that library no. 7 might be somewhat handicapped by its lack of professional personnel. By the same token, one might generalize that USAFA, library no. 1, was somewhat handicapped by its lack of support staff, and that librarians might be doing a good deal of clerical work.

The total number of USAFA's public service staff did not appear to be disproportionate on a staff/student ratio. As can be seen in Figure XVII , our library compared favorably with three of the smaller schools, and even with two of the larger ones.

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The survey also showed the number of service points, or desks, within the libraries which were manned day and night. See Figure XVII . USAFA has only two service points nights and weekends, which is proportionately low.

We were the only academic librarians lacking faculty status. However, the writer found this point under hot debate on most campuses. Certainly, this is a major constraint on our personnel compared with other institutions where librarians sit on faculty committees, sometimes teach, frequently take courses, and generally interact with both faculty and students to a much greater degree. The library has suffered, as have the users, from this lack of communication on a day to day operational basis, in the opinion of the writer.

In summary, we concluded that, first, the regional survey affirmed our belief that the USAFA Library is very rich in public service resources - plant, print and professional people. Also, while our costs are high, they are in large part a function of our "special", as opposed to a strictly academic, nature.

Second, it would seem that several tasks might be more effectively performed, and almost certainly better understood, if our "reference" department were divided into more easily recognized units, such as government documents, interlibrary loan, reserve. We might well experiment with a tighter reference unit and more service points, offering greater specialization, and which would be manned more hours.

We note, too, that few public services librarians in libraries of comparable size are charged with acquisitions responsibilities for the entire collection. This has been a characteristic of university libraries; however, it seems to be a trend now in colleges too, although not in this sample. This acquisition function can be considered a part of our "special library" nature and also the greater number of librarians assigned to the public services division. Our librarians are expected to be responsible not only for acquisitions, but also for monitoring expenditures and performing other functions often considered the responsibility of a chief acquisition librarian. We are actually suffering a kind of internal culture lag, because our ordering system was never modified to fit a subject specialist operation, which was launched three years ago. Contrasts such as these, pointed up by the regional survey - in this case, the fact that our reference personnel were engaged in unusual ordering functions - effectively demonstrated the need for further study and modifications in other areas of the library.

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The Assistant Director for Public Services typically handles suggestion box material, rather than a reference librarian, a sensible arrangement since he has the power to institute change as well as to respond to questions.

Some interesting ideas we encountered included having reference librarians do the revising of catalog cards filed in the public catalog; having a catalog assistance desk manned by cataloging and circulation personnel; establishing a closed periodicals collection of current issues which users must sign for, but which are much more accessible; instituting more aggressive outreach programs of educating for use of the library, such as term paper clinics, CAI programs, programmed learning devices with visuals, etc.; installing coin-operated electric typewriters; using TV and showing films in the library; acquiring a teletype for faster ILL service. No library in the sample had any kind of computerized information retrieval system. Three had computerized circulation systems, however.

As a result of this study, we have both one-year and five-year preliminary plans on the drawing board. They are still under consideration, and by no means complete or ready to publish. We know we will be required to lower personnel costs. We expect to do this by altering the professional/staff mix, through attrition. Reorganization of public services seems indicated, and in some instances, a reassessment of work load throughout the library. Findings from the internal survey suggest, particularly, that our staff does much more professional reading on the job than do others. Cutting back on a function such as this, and on time spent on unscheduled meetings, another high cost item, would be regretable, but seem preferable to reducing services.

Because of space limitations, this paper omits many details gleaned from the survey which we expect to be very useful, such as information on budgets, advanced degree requirements for librarians, types of schedules, patterns of staffing. We found it a very worthwhile investment of time.

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NOTES

1. The total USAFA library system also includes a Community Center Library for the use of base personnel, and a Medical Library, which serves both doctors and patients at the base hospital.
2. Major Joseph Monroe of the Department of Astronautics and Computer Science was extremely helpful throughout.
3. Leonard, Lawrence E., Joan M. Maier, and Richard M. Dougherty. Centralized Book Processing, a Feasibility Study Based on Colorado Academic Libraries. Metuchen, N.J., Scarecrow, 1969.
4. See Appendix II for copy of questionnaire.
5. We now often must hire at a GS-2 level, $5,682, for an initial two-three month period.
6. It is possible to hire an inexperienced librarian at the GS-7 level, but only for one year, and it is not common practice.

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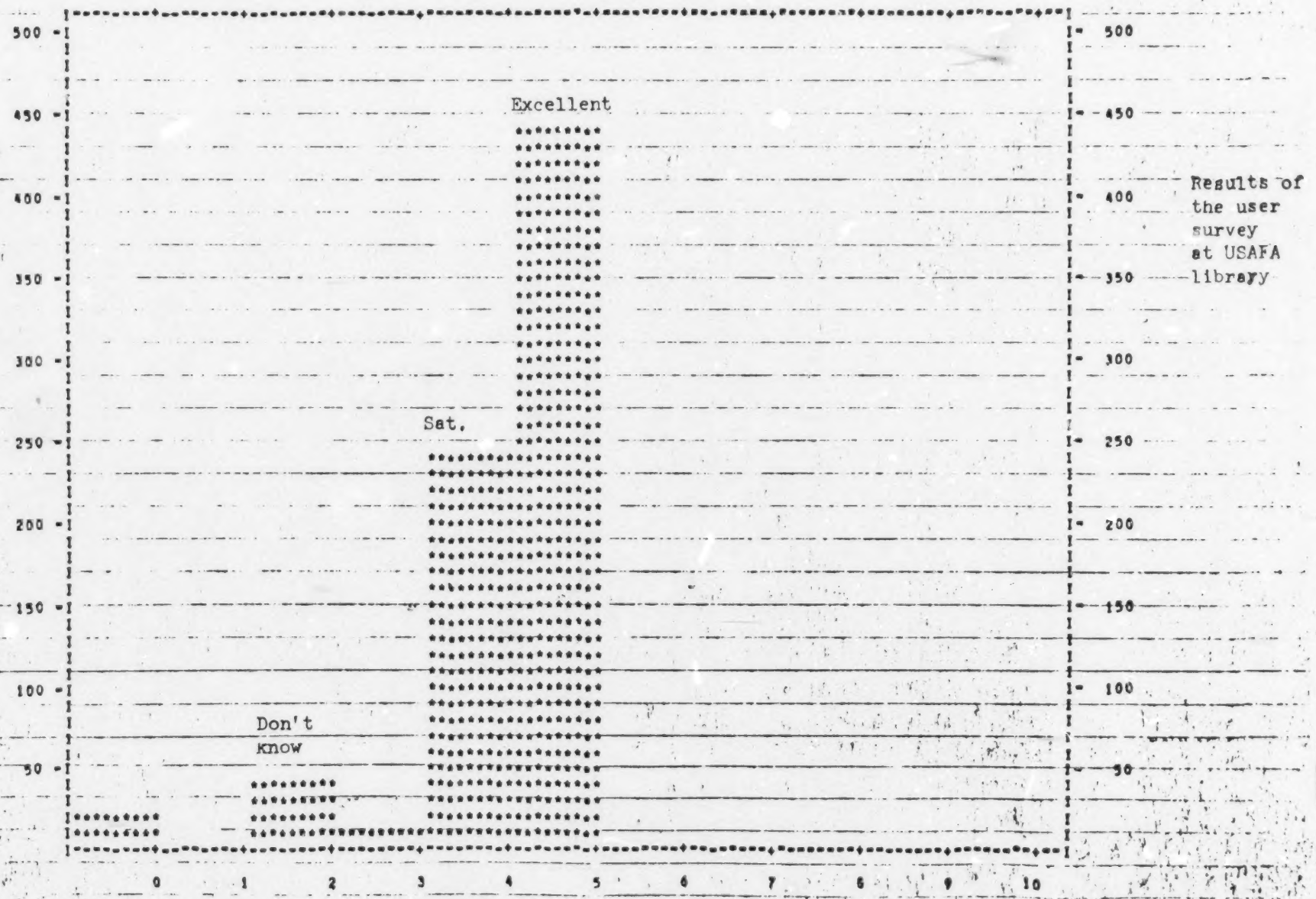
FIGURE I

HISTOGRAM OF VARIABLE 11 Reference Services Throughout the Library



OBSERVED FREQUENCY PLOTTED AGAINST VALUE OF VARIABLE

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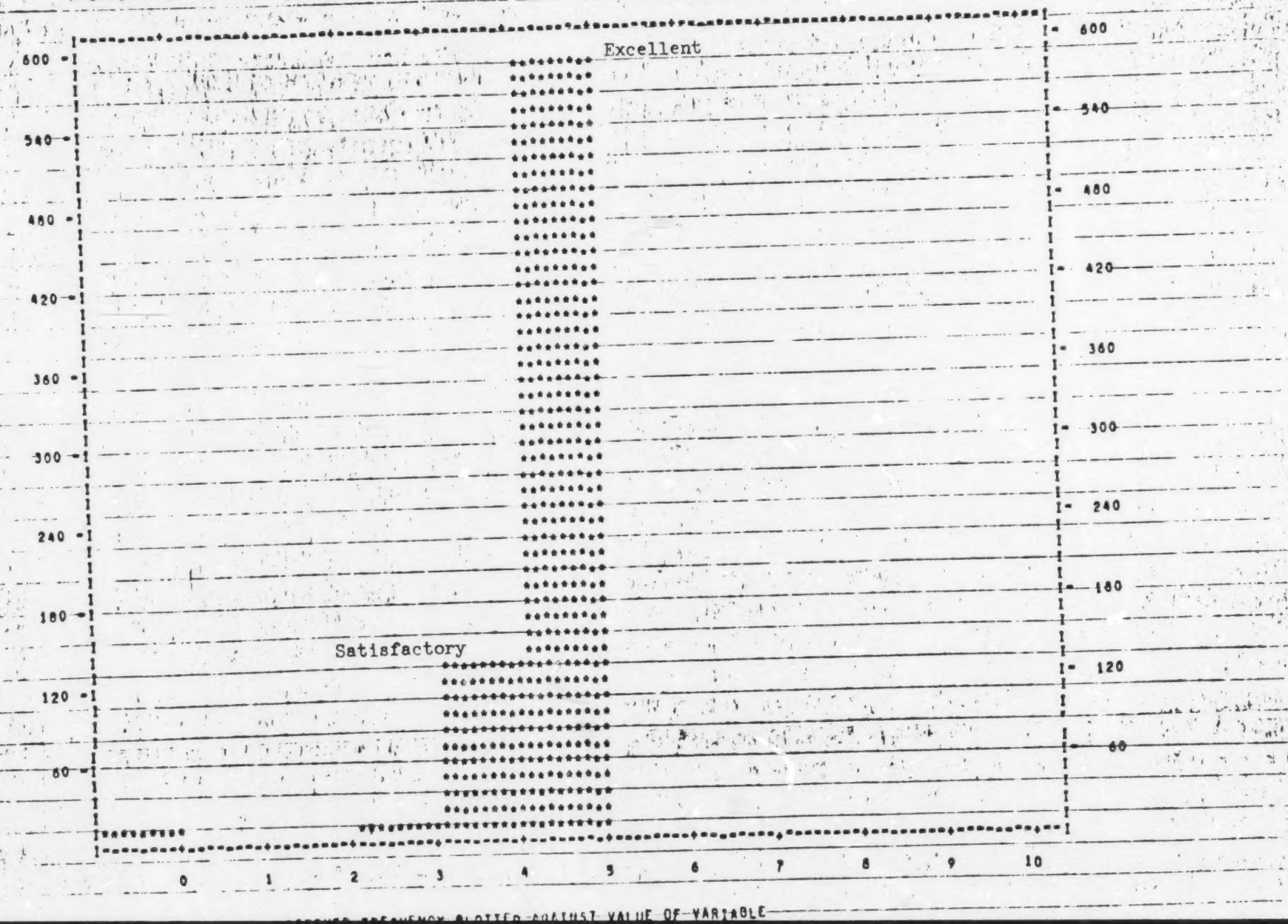
FIGURE II

HISTOGRAM OF VARIABLE 7 Comfort and Attractiveness of Surroundings



FREQUENCY PLOTTED AGAINST VALUE OF VARIABLE

FIGURE III

Ease of Locating Information About Books and Magazines in the SERIALS COMPUTER PRINTOUT

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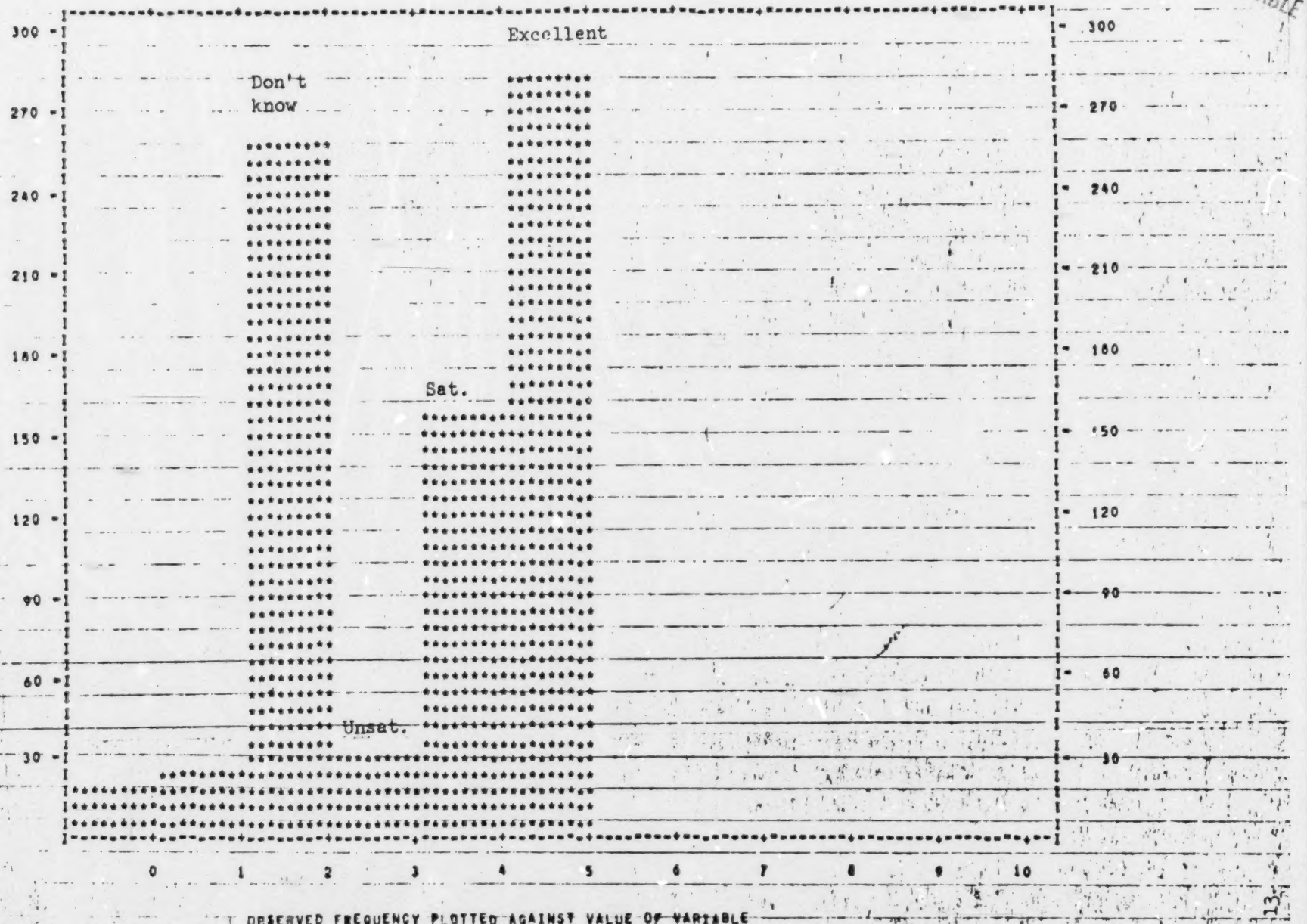
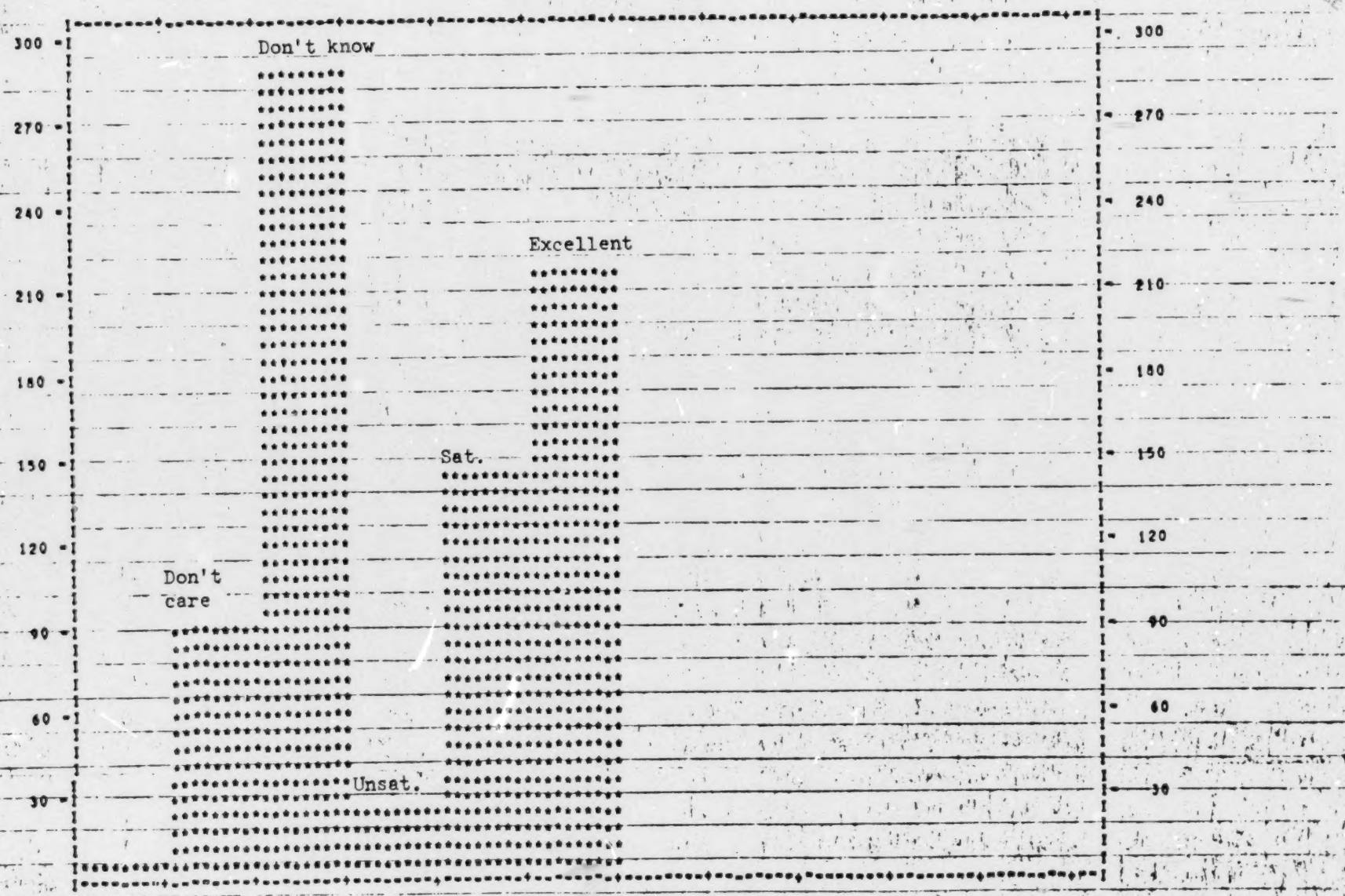


FIGURE IV

HISTOGRAM OF VARIABLE 3C Length of Check-out Periods for Records



OBSERVED FREQUENCY PLOTTED AGAINST VALUE OF VARIABLE

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FIGURE V

HISTOGRAM OF VARIABLE 14A Photocopying Services - Equipment

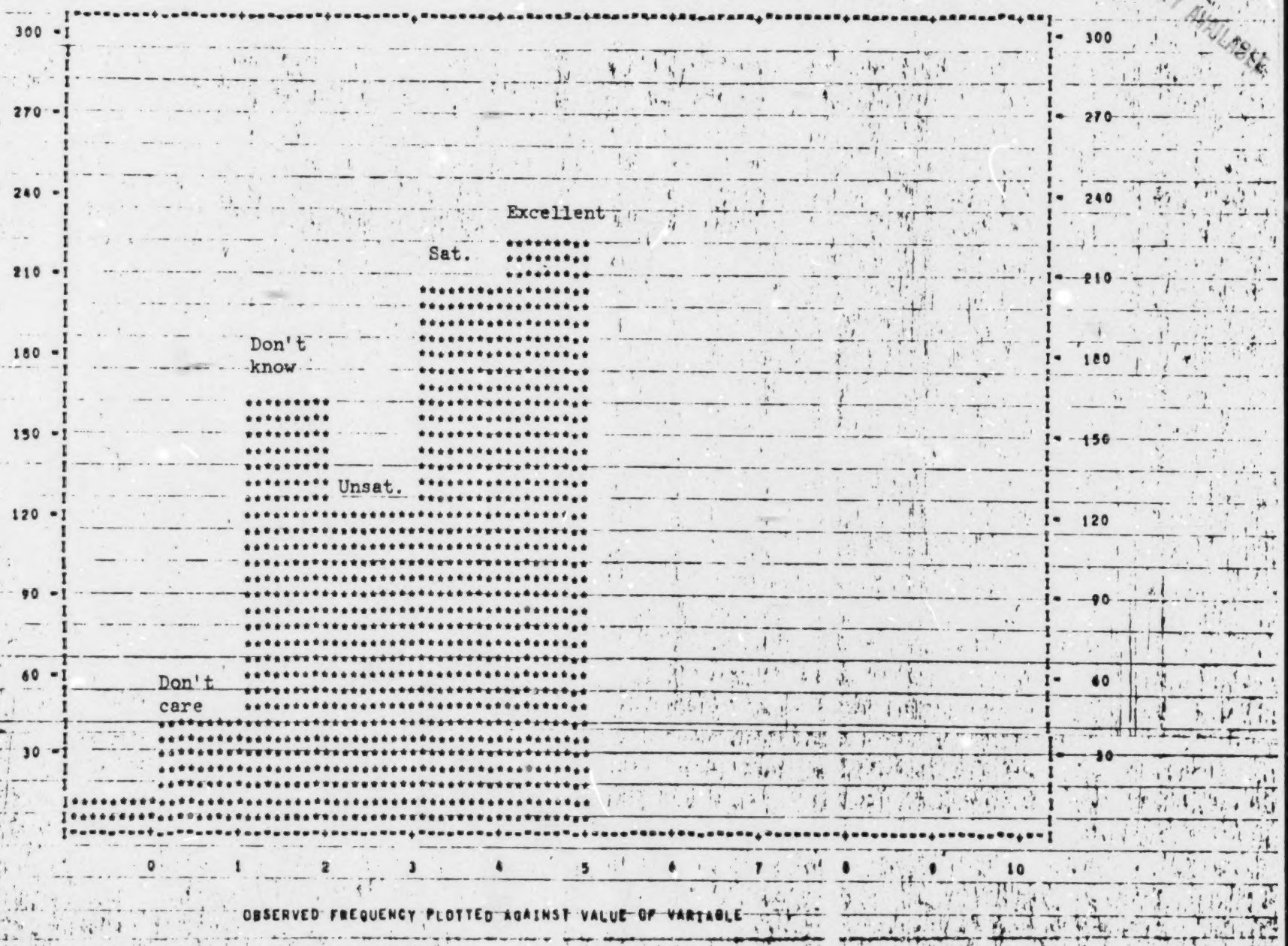

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FIGURE VI

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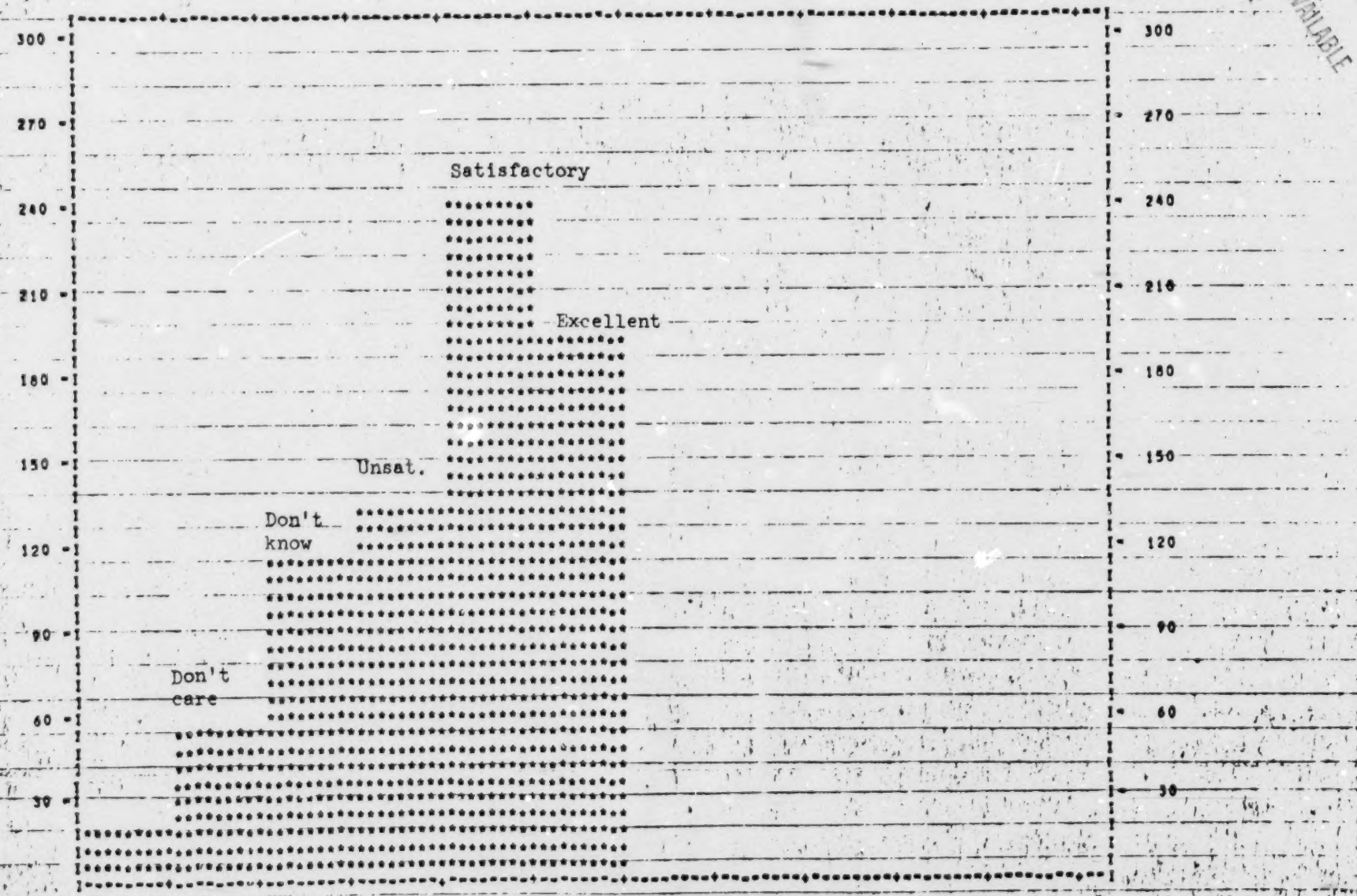
HISTOGRAM OF VARIABLE 6 Library Policy on Dress Requirements



OBSERVED FREQUENCY PLOTTED AGAINST VALUE OF VARIABLE

FIGURE VII

DIARY — USAF ACADEMY LIBRARY JOB PROFILE FOR Reference Librarian K — TOTAL TIME 5733

TIME (MIN.)	PERCENT OF TTL	DEPT CODE	TASK CODE	TASK	FREQ	WAGE/MIN	COST PER OCCURRENCE
1185	21	R	089	REF SVS DESK - SIMPLE Q	033.00	0.11	3.95
0421	07	R	086	PROF READING (FIRST OBJ: PERSONAL DEVELOP)	020.00	0.11	2.32
0357	06	R	041	EXHIBITS	008.00	0.11	4.91
0345	06	R	018	COLLECTION DEVELOPMENT - REVIEW SELECTION HE	015.00	0.11	2.53
0262	05	R	008	??	018.00	0.11	1.60
0198	03	R	111	TIME SPENT KEEPING THIS DIARY	022.00	0.11	0.99
0197	03	R	061	INTERVIEWS (UNSCHEDULED MEETINGS)	021.00	0.11	1.03
0185	03	R	044	FILE MAINTENANCE - PREPARE AND FILE	008.00	0.11	2.54
0178	03	R	034	DOCS US - PROCESS DEPOS SHIPMENTS	003.00	0.11	6.53
0177	03	R	068	MAIL DISTRIBUTION	018.00	0.11	1.08
0172	03	R	121	OTHER GENERAL ACTIVITIES, WORK-RELATED	015.00	0.11	1.26
0165	03	R	002	ACADEMIC ACTIVITIES	005.00	0.11	3.63
0164	03	R	055	ILL - REQUESTS FOR LOANS - OTHER, SPECIFY	010.00	0.11	1.80
0155	03	R	070	MEETINGS (SCHEDULED MEETINGS)	001.00	0.11	7.05
0120	02	R	045	FILE MAINTENANCE - OTHER - SPECIFY	009.00	0.11	1.47
0115	02	R	040	INDEXES - UPDATE	003.00	0.11	4.22
0112	02	R	033	DOCS US - INFO SVS 6TH FLOOR ONLY	010.00	0.11	1.23
0108	02	R	251	CORRESPONDENCE ACT OR REFER	007.00	0.11	1.70
0100	02	R	021	COLLECTION DEVELOPMENT - OTHER - SPECIFY	003.00	0.11	3.67
0090	02	R	078	PERSONAL BUSINESS, ACTIVITIES NOT WORK-RELAT	007.00	0.11	1.41
0086	02	R	112	TO'S AND INDEXES - MAINTAIN RECORDS	002.00	0.11	4.73
0077	01	R	049	INFO SVS FOR USERS - SIMPLE Q	019.00	0.11	0.45
0075	01	R	056	ILL - REQUESTS TO BORROW - TAKE REQUEST	003.00	0.11	2.75
0075	01	R	074	NEW BOOKS - REVIEW	003.00	0.11	2.75
0060	01	R	047	INFO AND CAT ASSIST DESK - SIMPLE Q	002.00	0.11	3.30
0060	01	R	043	FILE MAINTENANCE - ASSIGN SUBJECT HEADS	001.00	0.11	6.60
0055	00	R	072	MUSIC COLLECTION-SERVICE	002.00	0.11	3.02
0045	00	R	039	DOCS US - OTHER - SPECIFY	001.00	0.11	4.95
0045	00	R	091	REPORT LIT - QUESTIONS ANSWERED	001.00	0.11	4.95
0040	00	R	109	TELECON	005.00	0.11	0.88
0040	00	R	011	CIRC DESK ASSISTANCE	006.00	0.11	0.73
0032	00	R	060	ILL - REQUESTS TO BORROW - OTHER - SPECIFY	003.00	0.11	1.17
0030	00	R	077	OPEN OR CLOSE LIBRARY	004.00	0.11	0.83
0025	00	R	054	ILL - REQUESTS FOR LOANS - ALL FILING	002.00	0.11	1.38
0025	00	R	019	COLLECTION DEVELOPMENT - REVIEW GIFTS	001.00	0.11	2.75
0025	00	R	090	REF SVS DESK - SEARCH Q	002.00	0.11	1.38
0024	00	R	115	TO'S AND INDEXES - OTHER - SPECIFY	002.00	0.11	1.32
0020	00	R	120	WEED COLLECTION	002.00	0.11	1.10
0020	00	R	017	COLLECTION DEVELOPMENT - REVIEW OF ORDERS	003.00	0.11	0.73
0018	00	R	024	CORRESPONDENCE - DRAFT	003.00	0.11	0.66
0010	00	R	046	HOSPITAL LIB DUTY	001.00	0.11	1.10
0010	00	R	050	INFO SVS FOR USERS - SEARCH Q	001.00	0.11	1.10
0010	00	R	051	ILL - REQUESTS FOR LOANS - OPEN, GET CALL NO	001.00	0.11	1.10
0010	00	R	076	OBSERVATION OF ACTIVITIES IN LIB	001.00	0.11	1.10
0005	00	R	118	TYPING	001.00	0.11	0.55
0005	00	R	084	PHOTOCOPIER - REQUESTS FOR CHANGE	012.00	0.11	0.05

Job profile of a Reference Librarian: ten-day observed sample. Data is arranged in rank order by number of minutes spent (column 1) and percent of total time (column 2). Cost per occurence is computed in the last column.

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FIGURE VIII

USAF LIBRARY DIARY-AUDIT COMPARISON
BY EMPLOYEE

FOR: Reference Librarian K

TIME DIARY	TIME AUDIT	DEPT	TASK CODE	TASK	FREQUENCY DIARY	FREQUENCY AUDIT	WAGE PER MINUTE	COST/OCCUR DIARY	COST/OCCUR AUDIT
330	25	R	2	ACADEMIC ACTIVITIES	10.00	0.50	0.11	3.63	5.50
	480	R	3	BACKUP (SEE ALSO HOSP LIB REPLACEMENT)		0.83	0.11		63.61
	50	R	4	BIBLIOGRAPHIES - PREPARE		0.17	0.11		32.35
524		R	8	??	36.00		0.11	1.60	
80	120	R	11	CIRC DESK ASSISTANCE	12.00	4.00	0.11	0.73	3.30
	3	R	16	COLLECTION DEVELOPMENT - DETERMINE POLICIES		0.08	0.11		4.13
40	40	R	17	COLLECTION DEVELOPMENT - REVIEW OF ORDERS	6.00	4.00	0.11	0.73	1.10
690	1400	R	18	COLLECTION DEVELOPMENT - REVIEW SELECTION ME	30.00	20.00	0.11	2.53	7.70
50	200	R	19	COLLECTION DEVELOPMENT - REVIEW GIFTS	2.00	4.00	0.11	2.75	5.50
	3	R	20	COLLECTION DEVELOPMENT - REPLACE ORDERS		1.50	0.11		0.22
200		R	21	COLLECTION DEVELOPMENT - OTHER - SPECIFY	6.00		0.11	3.67	
	240	R	23	CONVENTIONS - ATTEND		0.50	0.11		52.80
36	240	R	24	CORRESPONDENCE - DRAFT	6.00	4.00	0.11	0.66	6.60
	4	R	27	DEPARTMENTAL LIBS - PLAN FOR COLLECTION		0.42	0.11		1.05
224	60	R	33	DOCS US - INFO SVS 6TH FLOOR ONLY	20.00	4.00	0.11	1.23	1.65
356	60	R	34	DOCS US - PROCESS DEPOS SHIPMENTS	6.00	1.00	0.11	6.53	6.60
90		R	39	DOCS US - OTHER - SPECIFY	2.00		0.11	4.05	
230	240	R	40	INDEXES - UPDATE	6.00	1.00	0.11	4.22	26.40
714	200	R	41	EXHIBITS	16.00	0.08	0.11	4.91	275.00
	40	R	42	FIFTH FLOOR USE (PERS & INDEXES)		8.00	0.11		0.55
120	40	R	43	FILE MAINTENANCE - ASSIGN SUBJECT HEADS	2.00	1.00	0.11	6.60	6.60

Comparison profile of a reference librarian, in which diary (observed sample) and audit (time estimates) data are contrasted. Data is arranged by task code number, column 4. Diary data has been doubled to be compatible with audit. This information should be used with the job profiles, since the percentages of time spent are omitted. It was assumed that staff estimates would be inaccurate in the sense of actual minutes spent on tasks but much more accurate in the sense of comparative amounts of time devoted to different tasks.

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FIGURE IX

THREE MOST TIME CONSUMING DIARY TASKS - OBSERVED SAMPLE

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DEPT	TIME	TASK	NAME	EMP CODE	FREQ	WAGE/MIN	COST/OCCUR	TOTAL COST
R	1420	89	MY	8	22.00	0.14	9.04	198.80
R	1719	89	CO	3	38.00	0.12	5.43	206.28
R	425	89	WA	12	8.00	0.07	3.72	29.75
R	1205	89	FO	4	14.00	0.11	10.33	144.60
R	1185	89	KL	7	33.00	0.11	3.95	130.35
R	1880	89	HO	6	13.00	0.15	21.69	282.00 ←
R	495	89	CO	2	21.00	0.06	1.41	29.70
R	545	89	SH	10	39.00	0.15	2.10	81.75
R	190	89	SU	11	2.00	0.14	13.30	26.60
	9064 MINUTES				190.00			1129.83

ANSWERING SIMPLE QUESTIONS ON THE REFERENCE DESK

DEPT	TIME	TASK	NAME	EMP CODE	FREQ	WAGE/MIN	COST/OCCUR	TOTAL COST
R	449	18	HO	6	18.00	0.15	3.74	67.35
R	505	19	SH	10	20.00	0.14	3.79	75.75 ←
R	345	18	KL	7	15.00	0.11	2.53	37.95
R	485	19	FO	4	8.00	0.12	7.28	58.20
R	350	19	SU	11	15.00	0.14	3.27	49.00
R	45	18	MY	8	3.00	0.14	2.10	6.30
R	520	18	CO	3	22.00	0.12	2.84	62.40
	2699 MINUTES				101.00			356.95

COLLECTION DEVELOPMENT - REVIEWING SELECTION MEDIA

DEPT	TIME	TASK	NAME	EMP CODE	FREQ	WAGE/MIN	COST/OCCUR	TOTAL COST
R	222	86	FO	4	5.00	0.12	5.33	26.64
R	501	85	HO	6	20.00	0.15	3.76	75.15 ←
R	15	86	CO	2	3.00	0.03	0.30	0.90
R	270	86	SU	11	15.00	0.14	2.52	37.80
R	345	86	SH	10	20.00	0.15	2.59	51.75
R	65	86	MY	8	4.00	0.14	2.28	9.10
R	195	86	CO	3	6.00	0.11	3.90	23.40
R	421	86	KL	7	20.00	0.11	2.32	46.31
	2034 MINUTES				93.00			271.09

PROFESSIONAL READING

FIGURE X

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COMPARISON OF 12 MOST TIME-CONSUMING REFERENCE TASKS,
DIARY AND AUDIT

Diary Data (10-Day Sample)					Audit Data (20-Day Sample)				
Task No.	Task Title	Total Mins	Freq.	Cost	Task No.	Task Title	Total Mins	Freq.	Cost
89	Ref Desk Simple Q	9,064	190	$1,130	*89	Ref Desk Simple Q	33,250	282	$4,170
18	Selection	2,699	101	$ 357	49	Info Simple Q	16,500	1,900	$2,003
86	Prof Reading	2,034	93	$ 271	*61	Interviews	13,400	1,035	$1,773
23	Conventions	1,920	6	$ 263	*18	Selection	12,590	160	$1,653
61	Interviews	1,458	137	$ 193	4	Make Change	5,160	2,460	$ 644
70	Meetings	1,455	22	$ 191	103	File Service Pubs	5,080	44	$ 344
74	Review New Books	937	31	$ 124	58	ILL Typing (Borrow)	4,200	20	$ 252
21	General Activities	867	45	$ 104	*86	Prof Reading	3,780	115	$ 469
44	File Maintenance	857	33	$ 76	3	Backup	3,610	33	$ 458
51	Corresp in Baskets	783	64	$ 107	*74	Review New Books	3,540	70	$ 425
11	Time Spent on Diary	750	63	$ 89	42	Periods, and Indexes	3,248	236	$ 405
2	Academic Activities	722	11	$ 96	78	Personal Business	3,060	432	$ 362

*Overlap Tasks

The table shows tasks in rank order, with overlap items starred. Figures are unadjusted: diary data for 10-day sample; audit data, for 20 days.

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FIGURE XI

HIGHEST RANKING FUNCTIONS OF THE USAFA LIBRARY REFERENCE DEPARTMENT

		RANK		TIME		FREQUENCY		COST	
Task #	Task Title	D	A	D	A	D	A	D	A
89	Reference Service Desk Duty	1	1	9064	16,625	190	141	$1130.00	$2085
18	Review Selection Media	2	4	2699	6,295	101	80	1357.00	846
86	Professional Reading	3	8	2034	1,890	93	58	271.00	235
61	Interviews	5	3	1458	6,700	137	518	193.00	886
74	Review New Books	8	10	937	1,770	31	35	124.00	212

This table identified the 5 highest ranking functions of the Reference Department, in rank order by diary data. Audit data has been adjusted to a 10 day sample, from 20, to be compatible with diary. Audit rank order appears in column four.

Professional reading is for personal professional development, in contrast to reviewing media for selection purposes.

STUDENT HELP AND FEDERAL FUNDING

1. All libraries contacted in this survey, with the exception of USAFA, have access to federal "work-study" funds which are not charged against the institution.

2. The Academy Library cannot utilize student help, free or otherwise. It must instead hire federal Civil Service employees, on a much higher pay scale. Note column 3 for number of FTE students working in other libraries, but not charged against their budget.

3. Note column 5 which roughly estimates tab picked up by work study funds. This figure is purely a guesstimate, since in some instances, libraries do pay for some portion of the student help. (Work-study students are not always the best workers; some managers prefer to retain an option, even though they must pay for it, to hire known quality workers.) Practice varies widely; more information is available in each instance listed below.

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Student Help

Available in All Libraries Except USAFA

Figures for 1972/73

Library Number	(1) Student Enrollment	(2) Student Help: FTE in Public Services	(3) FTE Estimate for Entire Library (60/40)	(4) Estimated Annual Expenditures Total[1]	(5) 90% of Annual Expenditures (work study)	(6) Total Library Budget
10	2,007	8	11	$ 44,000	$ 39,600	$ 154,356
9	20,000[2]	44	61	$244,000	$220,000	$1,401,569
8	17,000	18	24	$ 96,000	$ 86,400	$1,500,000
7	2,500	8	11	$ 44,000	$ 39,600	$ 142,204
6	7,500	8	11	$ 44,000	$ 39,600	$ 294,220
5	1,700	3	4	$ 16,000	$ 14,400	$ 194,048
4	5,300	1	1	$ 4,000	$ 3,600	$ 114,980
3	15,000 est.	32	42	$168,000	$151,200	$ 554,566
2	3,000	2	3	$ 12,000	$ 10,800	$ 192,721+ $ 32,559 from USOE
1	4,300	0	0	0	0	$ 845,553[3]
N/	1,800	N/A	N/A	N/A	$ 10,000 est.	$ 289,000

[1] At 40 hours per week, $2.00 per hour, 52 weeks = 4,000 per person
[2] Boulder campus only
[3] Academic Library only.

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FIGURE XIII

Estimated Salaries for Public Services Personnel, 1972/73, from Interviews Conducted

Spring/Summer 1973

FTE PROFESSIONAL[1] LIBRARY STAFF, 10 COLORADO ACADEMIC LIBRARIES (Salaries roughly commensurate with faculty, except USAFA)

	1	2	3	4	5	6	7	8	9	10
Salary Range	Library 10 2,007	Library 8 17,000	Library 9 20,000	Library 7 2,500	Library 6 7,500	Library 5 1,700	Library 4 5,300	Library 3 15,000	Library 2 3,000	USAFA[3] (1) 4,300
$20,000	0	0	0	0	0	0	N/A	N/A	0	1
15,000-19,999	0	1	3	0	0	1	N/A	N/A	1	7
11,000-14,999	1	2	12¼	1	1	1	N/A	N/A	2	5
5,000-10,999	3	2	4½	2	4	4	N/A	N/A	0	
0-4,999	0	0	0	0	0	0	N/A	N/A	0	
TOTALS	4	12	19-3/4	3	5	6	5	12	3[2]	13

1 Master's degree is minimum requirement for Professional slot.

2 Includes all professional staff except Serials Librarian: Director, Chief of Reference and Circulation. Ref. Librarian works full 35 hours a week on Reference Service Desk; others fill in additional hours library is open, approximately 50. Note work week is 35 hours.

3 Includes Medical and Community Libraries.

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FIGURE XIV

Estimated salaries for Public Services Personnel, 1972/73, from Interviews Conducted

Spring/Summer 1973

NON-PROFESSIONAL STAFF (including both clerical and FTE students)																				
	1		2		3		4		5		6		7		8		9		10	
Salary Range	Library 10 2,007		Library 8 17,000		Library 9 20,000		Library 7 2,500		Library 6 7,500		Library 5 1,700		Library 4 5,300		Library 3 15,000		Library 2 3,000		USAFA[3] (1) 4,300	
$20,000 -	Clerical	Student	C	S	C	S	C	S	C	S	C	S	C	S	C	S	C	S		
15,000-19,999																				
11,000-14,999																				
5,000-10,999	1		24		32½		3		4		8		1[2]		6[2]		1		15	
0-4,999		8	3	44	12	18	2	8		8		3		5		32		2		
Totals	9		71		62½		13		12		11		6		38		3		15	

1 Note that Federal Civil Service sets salary floor for GS-3 at $6,128; floor for GS-2 is $5,432. USAFA LIBRARY cannot compete in first salary range, 0-$4,999.

2 Salary scales at SCSC and UNC still not available; both, however, are on State Civil Service as are all others.

Rank order	% of Professionals	Library number	No. of Professionals	No. of Non-professionals	Total No. Staff	Enrollment
1	50%	2	3	3	6	3,000
2	46%	1	13	15	28	4,300
3	45%	4	5	6	11	5,300
4	35%	5	6	11	17	1,700
5	31%	10	4	9	13	2,000
6	29%	6	5	12	17	7,500
7	24%	3	12	38	50	15,000
8	24%	9	19-3/4	62-1/2	83	20,000
9	19%	7	3	13	16	2,500
10	14%	8	12	71	83	17,000

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FIGURE XV

Ratio of professional/nonprofessional mix in

library Public Services units

1972/73

FIGURE XVI

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TOTAL NUMBER OF STAFF IN PUBLIC SERVICES UNITS - Professional, Clerical and FTE students, also RATIO OF STAFF TO STUDENTS

	1	2	3	4	5	6	7	8	9	10
Salary Range	Library 10 2,007	Library 8 17,000	Library 9 20,000	Library 7 2,500	Library 6 7,500	Library 5 1,700	Library 4 5,300	Library 3 15,000	Library 2 3,000	USAFA[3] (1) 4,300
$20,000 -										1
15,000-19,999		3	3			1		6 est	1	7
11,000-14,999	1	7	12½	1	1	1	5 est	6 est	2	5
5,000-10,999	4	26	37	5	8	12	1	6 est	1	15
0-4,999	8	47	30	10	8	3	5	32	2	
TOTALS	13	83	83	16	17	17	11	50	6	28
Staff/Student Ratio	1/154	1/205	1/240	1/156	1/441	1/100	1/482	1/300	1/500	1/154

RANK ORDER, STAFF STUDENT RATIO

1. 1/100 Library 5
2. 1/154 Library 10
3. 1/154 Library 1
4. 1/156 Library 7
5. 1/205 Library 8
6. 1/240 Library 9
7. 1/300 Library 3
8. 1/441 Library 6
9. 1/482 Library 4
10. 1/500 Library 2

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FIGURE XVII

MANNED SERVICE POINTS IN SYSTEMS

Library Number	Day Service Desk	Night Service Desk
10	4	3
9	17	17
8	13	6
7	5	3
6	5	5
5	4	2+
4	NA	NA
3	6	5
2	4	Varies[1]
1	5	2

USAFA is library number 1.

Desks manned at night are frequently manned by students or staff personnel, not librarians.

1 Librarians from all departments share night duty but work at their own desks, not in Reference.

APPENDIX I

REFERENCE TAKS LIST

/73 TIME IS 9:30
IN = 14 BLOCKSIZEIN = 14
*** UNITS=WORDS

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REFERENCE TASK LIST NOV. 1972

R1 ABEL SLIPS—SORTING
R2 ACADEMIC ACTIVITIES-SPECIFY
R3 BACKUP(SEE ALSO HOSPITAL LIBRARY REPLACEMENT)
R4 BIBLIOGRAPHIES-PREPARATION
R5 BIBLIOGRAPHIES-PROOFREADING
R6 BIBLIOGRAPHIES-SCREENING
R7 BIBLIOGRAPHIES-OTHER-SPECIFY
R9 BUDGET MONITORING-SORTING SLIPS FROM ACQUISITIONS
R10 BUDGET MONITORING-MAKING ESTIMATES
R11 CIRCULATION DESK ASSISTANCE
R12 CLASSIFIED MATERIALS-SIGNING FOR, ETC.
R13 CLASSIFIED MATERIALS-ASSISTING USERS
R14 CLASSIFIED MATERIAL—INVENTORY
R15 CLASSIFIED MATERIALS-DESTRUCTION
R16 COLLECTION DEVELOPMENT-DETERMINING OR WRITING POLICIES
R17 COLLECTION DEVELOPMENT-REVIEW OF DF ORDERS (FACULTY ORDERS)
R18 COLLECTION DEVELOPMENT-REVIEW OF SELECTION MEDIA
R19 COLLECTION DEVELOPMENT—REVIEW OF GIFT ITEMS
R20 COLLECTION DEVELOPMENT—REPLACEMENT COPIES ORDERED
R21 COLLECTION DEVELOPMENT-OTHER-SPECIFY
R22 COLLEGE CATALOG PROCESSING
R23 CONVENTIONS, ATTENDING
R24 CORRESPONDENCE-DRAFTING
R25 CORRESPONDENCE-TYPING
R25.1 CORRESPONDENCE-TAKING ACTION AND/OR REFERRING
R26 CURRENT ISSUES ROOM MAINTENANCE
PURCHASE REQUESTS SEE COLLECTION DEVELOPMENT
R27 DEPARTMENTAL LIBRARIES-PLAN FOR COLLECTION
R28 DEPARTMENTAL LIBRARIES-MAINTENANCE OF COLLECTION
DESK SCHEDULES SEE SCHEDULES
R29 DOCUMENTS, U.N.-REVIEW FOR RETENTION
R30 DOCUMENTS, U. N.-PROCESS
R31 DOCUMENTS, U.N.-SHELVE
R32 DOCUMENTS, U. N.-OTHER-SPECIFY
R33 DOCUMENTS, U. S.-INFORMATION SERVICES (GOVT. DOCS. SURVICE DESK ON 6TH FLOOR ONLY)
R34 DOCUMENTS, U. S.-PROCESS DEPOSITORY SHIPMENTS
R35 DOCUMENTS, U. S.-PROCESS NON-DEPOSITORY ITEMS
R36 DOCUMENTS, U. S.-SELECT FROM MONTHLY CAT. ETC.
R37 DOCUMENTS, U. S.-SCREEN ALL DOCUMENTS
R38 DOCUMENTS, U. S.-SHELF-LIST
R39 DOCUMENTS, U. S.-OTHER-SPECIFY
R40 INDEXES—UPDATING
R41 EXHIBITS
R42 FIFTH FLOOR USE (PERIODICAL INDEXES AND ISSUES)
R43 FILE MAINTENANCE-ASSIGN SUBJECT HEADINGS
R44 FILE MAINTENANCE-PREPARE AND FILE
R45 FILE MAINTENANCE-OTHER-SPECIFY
GIFTS SEE COLLECTION DEVELOPMENT
GOVERNMENT DOCUMENTS SEE DOCUMENTS, U. N. AND DOCUMENTS, U. S.
R46 [illegible] LIBRARY [illegible]

R49 INFORMATION SERVICES FOR USERS-SIMPLE QUESTIONS
R50 INFORMATION SERVICES FOR USERS-SEARCH QUESTIONS
R51 INTERLIBRARY LOAN: REQUESTS FOR LOANS-OPEN REQUESTS. GET CALL NOS.
R52 INTERLIBRARY LOAN: REQUESTS FOR LOANS-PULL MATERIALS
R53 INTERLIBRARY LOAN: REQUESTS FOR LOANS-PREPARE FOR MAILING
R54 INTERLIBRARY LOAN: REQUESTS FOR LOANS-ALL RELATED FILING OF FORMS
R55 INTERLIBRARY LOAN: REQUESTS FOR LOANS-OTHER-SPECIFY
R56 INTERLIBRARY LOAN: REQUESTS TO BORROW-TAKE REQUEST
R57 INTERLIBRARY LOAN: REQUESTS TO BORROW-VERIFY
R58 INTERLIBRARY LOAN: REQUESTS TO BORROW-TYPE FORMS
R59 INTERLIBRARY LOAN: REQUESTS TO BORROW-FILE FORMS
R60 INTERLIBRARY LOAN: REQUESTS TO BORROW-OTHER-SPECIFY
R61 INTERVIEWS (UNSCHEDULED MEETINGS)
INSTRUCTION OF LIBRARY PERSONNEL SEE PERSONNEL ADMINISTRATION
R62 INVENTORY-ANNUAL
R63 INVENTORY-OTHER-SPECIFY
JOB DESCRIPTIONS SEE PERSONNEL ADMINISTRATION
R64 KP (STAFF ROOM)
LARGE REFERENCE FILES SEE FILE MAINTENANCE
R65 LEAVE-ADMIN
R66 LEAVE-ANNUAL
R67 LEAVE-SICK
LETTERS SEE CORRESPONDENCE, INFORMATION SERVICES
R68 MAIL DISTRIBUTION
R69 MAP COLLECTION
R70 MEETINGS (SCHEDULED MEETINGS)
R71 MICROFORMS -
MINOLTA SEE PHOTOCOPIES
R72 MUSIC COLLECTION -
R73 MUSIC EQUIPMENT -
R74 NEW BOOKS - REVIEWING -
R75 NEW BOOK LIST-COMPILING AND REVISING -
OBITUARIES-SEE INFORMATION SERVICES
R76 OBSERVATION OF ACTIVITIES IN LIBRARY -
R77 OPEN OR CLOSE LIBRARY
R78 PERSONAL BUSINESS-ACTIVITIES NOT WORK-RELATED -
R79 PERSONNEL ADMINISTRATION-INSTRUCTION OF LIBRARY STAFF -
R80 PERSONNEL ADMINISTRATION-PERSONAL INTERVIEWS
R81 PERSONNEL ADMINISTRATION-WRITTEN FORM PREPARATION -
R82 PERSONNEL ADMINISTRATION-OTHER-SPECIFY
R83 PHOTOCOPIER-PERSONAL OPERATION FOR LIBRARY PURPOSES
R84 PHOTOCOPIER-REQUESTS FOR CHANGE
R85 PLANNING FOR FUTURE-SPECIFY
R86 PROFESSIONAL READING (FIRST OBJECTIVE IS FOR PERSONAL DEVELOPMENT)
QUESTIONS ASKED SEE INFORMATION SERVICES TO USERS
R87 READ SHELVES
R88 REFERENCE BOOKS, NEW, REVIEWING.
R89 REFERENCE SERVICE DESK-SIMPLE QUESTIONS
REPLACEMENTS SEE COLLECTION DEVELOPMENT
R90 REFERENCE SERVICE DESK-SEARCH QUESTION
R91 REPORT LITERATURE-QUESTIONS ANSWERED
R92 REPORT LITERATURE-SELECTING
R93 REPORT LITERATURE-BIBLIOGRAPHICAL CHECKING
R94 REPORT LITERATURE OTHER-SPECIFY
R95 RESERVE-PROCESS LISTS
R96 RESERVE-PULL BOOKS
R97 RESERVE-PROCESS BOOKS
R98 RESERVE-REMOVE BOOKS
R99 RESERVE-PHOTOCOPY
R100 RESERVE-PROCESS PROBLEM SETS

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R101 RESERVE OTHER - SPECIFY
R102 SCHEDULES -
SEARCH MISSING ITEMS SEE INFORMATION SERVICES
SELECTION SEE COLLECTION DEVELOPMENT
R103 SERVICE PUBLICATIONS, MAINTENANCE
R104 SHELVING BOOKS
SMALL REFERENCE FILES SEE FILE MAINTENANCE
R105 STATISTICS PREPARATION-MONTHLY REPORT
R106 STATISTICS PREPARATION-OTHER-SPECIFY
R107 SUGGESTION BOX MAINTENANCE-REVIEW QUESTIONS
R108 SUGGESTION BOX MAINTENANCE-TYPE RESPONSES
TECHNICAL REPORTS SEE REPORT LITERATURE
R109 TELECON
R110 TIME AND ATTENDANCE CARDS
R111 TIME SPENT KEEPING THIS DIARY
R112 TO'S AND NIRT'S-MAINTAIN RECORDS
R113 TO'S AND NIRT'S-PROCESS
R114 TO'S AND NIRT'S-SHELVE
R115 TO'S AND NIRT'S-OTHER-SPECIFY
R116 TOURS-FOR ACADEMICS
R117 TOURS-OTHER-SPECIFY
R118 TYPING
R119 WANT LISTS
R120 WEEDING COLLECTION
R121 OTHER GENERAL ACTIVITIES-WORK RELATED

R122 INSTRUCTION IN LIBRARY USE PROGRAMS -
R123 CONTINUING EDUCATION OR STAFF DEVELOPMENT-
R124 SHELF LIST MAINTENANCE (FILING, NOTATION,ETC.)
R125 MAINTENANCE OF CATALOGS OTHER THAN S.L.
R126 AV MATERIALS, SERVICING A COLLECTION -
R127 PUBLIC RELATIONS WORK
R128 BINDERY PREPARATION, REFERENCE COLLECTION ONLY
R129 BINDERY PREPARATION, GENERAL STACKS
~~R130 READING SHELVES~~

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APPENDIX II

QUESTIONNAIRE

INFORMATION REQUESTED

Please note that this form is intended only as a guide to the type of question which will be asked. The interviewer will record the actual data.

1. Organization of Public Services

   a. Units and reporting patterns

   b. Staff, titles and grades

2. Any special requirements for Public Services personnel: e.g., double Master's or Ph. D. for professionals; B. A. for support personnel; OJT, or continuing education, or personnel development courses.

3. Estimated salaries for Public Services personnel:

Salary Range	Number of Personnel in Public Services, FTE's			
	11 - 12 months		9 - 10 months	
	Professional	Clerical	Professional	Clerical
20,000+				
15,000-19,999				
11,000-14,999				
5,000-10,999				
0- 4,999				

4. Estimated hours of student help per week

   a. Hourly wages, high and low

   b. Estimated number of hours per week

      1. Academic year

      2. Summer

5. Number of hours in standard work week (35, 38, 40, etc.)

   a. Professional

   b. Clerical

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6. Service desks in the system

Name of desk or dept.	Staffing: Hours Per Week					
	Regular hours, M - F			Nights and weekends		
	Prof.	Clerical	Student	Prof.	Clerical	Student
1. (Ref.)						
2. (Govt. docs.)						
3. (etc.)						

7. Library service hours

8. Population served: students, faculty, others

9. Types of statistical data kept on users

10. Personnel evaluation

   a. Frequency

   b. Evaluator(s)

      1. Supervisors

      2. Peers

      3. Self

      4. Clientele

11. Compare and contrast functions performed on enclosed "Reference Task List"; delete those not included and add other services of reference (and branch) personnel not listed.

Library No. _____

Task No. R	Performed		Dept. in which performed, if not Ref.
	Yes	No	
1			
2			
etc.			

2. Budget

a. Institutional, overall

b. Total library

1. Books

2. Personnel

3. Equipment and supplies.

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APPENDIX III

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LIBRARIES IN THE SAMPLE

Adams State College, Alamosa

Colorado State University, Ft. Collins

Colorado University, Boulder

Ft. Lewis College, Durango

Metro State College, Denver

Colorado School of Mines, Golden

Southern Colorado State College, Pueblo

University of Northern Colorado, Greeley

Western State College, Gunnison

U. S. Air Force Academy

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APPENDIX IV

RANKED ORDER LISTINGS OF REFERENCE FUNCTIONS

9	4	BIBLIOGRAPHIES - PREPARE
	18	COLLECTION DEVELOPMENT - REVIEW SELECTION ME
	20	COLLECTION DEVELOPMENT - REPLACE ORDERS
	23	CONVENTIONS - ATTEND
	24	CORRESPONDENCE - DRAFT
	25	CORRESPONDENCE - TYPE
	42	FIFTH FLOOR USE (PERS AND INDEXES)
	43	FILE MAINTENANCE - ASSIGN SUBJECT HEADS
	49 & 50	ANSWERING QUESTIONS FOR USERS WHEN NOT ON THE INFORMATION DESK - SIMPLE AND SEARCH
	61	INTERVIEWS
	65	LEAVE, ADMIN
	66	LEAVE, ANNUAL
	78	PERSONAL BUSINESS, ACTIVITIES NOT WORK-RELATED
	67	LEAVE, SICK
	109	TELECON
	117	TOURS (FOR ALL OTHERS)
8	2	ACADEMIC ACTIVITIES
	6	BIBLIOGRAPHIES - SCREEN
	44	FILE MAINTENANCE - PREPARE AND FILE
	76	OBSERVATION OF ACTIVITIES IN LIB - CONSCIOUS SUPERVISION PATROLING PREMISES
	77	OPEN OR CLOSE LIBRARY
	80	PERSONNEL ADMIN - PERSONAL INTERVIEWS
	86	PROF READING (FIRST OBJ: PERSONAL DEVELOP)
	102	SCHEDULES
	116	TOURS (FOR ACADEMICS)
	118	TYPING
	120	WEED COLLECTION
	122	INSTRUCTION IN LIBRARY USE PROGRAMS
7	5	BIBLIOGRAPHIES - PROOF
	41	EXHIBITS
	45	FILE MAINTENANCE - OTHER - SPECIFY
	51	ILL - REQUESTS FOR LOANS - OPEN, GET CALL NO
	54	ILL - REQUESTS FOR LOANS - ALL FILING
	55	ILL - REQUESTS FOR LOANS - OTHER, SPECIFY
	57	ILL - REQUESTS TO BORROW - VERIFY
	70	MEETINGS (SCHEDULED MEETINGS)
	81	PERSONNEL ADMIN - WRITTEN FORM PREPARATION
	85	PLAN FOR FUTURE - FORMAL
	88	REF BOOKS, NEW - REVIEW - SA NEW BOOKS - REVIEW
	106	STATISTICS PREP - OTHER - SPECIFY
	119	WANT LISTS - YEF FILES

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6	7	BIBLIOGRAPHIES - OTHER - SPECIFY
	19	COLLECTION DEVELOPMENT - REVIEW GIFTS
	21	COLLECTION DEVELOPMENT - OTHER - SPECIFY
	22	COLLEGE CATALOGS - PROCESS
	40	INDEXES - UPDATE
	52	ILL - REQUESTS FOR LOANS - PULL MATERIALS
	53	ILL - REQUESTS FOR LOANS - PREPARE AND MAIL
	56	ILL - REQUESTS TO BORROW - TAKE REQUEST
	58	ILL - REQUESTS TO BORROW - TYPE FORMS
	59	ILL - REQUESTS TO BORROW - FILE FORMS
	69	MAP COLLECTION
	74	NEW BOOKS - REVIEW
	123	CONTINUING EDUCATION, STAFF DEVELOPMENT
5	3	BACKUP
	11	CIRCULATION DESK ASSISTANCE
	16	COLLECTION DEVELOPMENT - DETERMINE POLICIES
	29	DOCS UN - REVIEW FOR RETENTION
	63	INVENTORY, OTHER - SPECIFY
	87	READ SHELVES
	103	SERVICE PUBS - MAINTENANCE
	104	SHELVE
4	10	BUDGET MONITORING - MAKE ESTIMATES
	26	CURRENT ISSUES ROOM MAINTENANCE
	47	INFO AND CAT ASSIST DESK - SIMPLE Q
	48	INFO AND CAT ASSIST DESK - SEARCH Q
	68	MAIL DISTRIBUTION
	83	PHOTOCOPIER - OPERATION FOR LIB PURPOSES
	96	RESERVE - PULL BOOKS
	105	STATISTICS PREP - MONTHLY
	124	SHELF LIST MAINTENANCE (FILING, ETC.)
	125	MAINTENANCE OF CARD CATS OTHER THAN S.L.
	127	PUBLIC RELATIONS WORK
	128	BINDERY PREP, REF COLL ONLY
3	1	ABEL SLIPS - SORT
	17	COLLECTION DEVELOPMENT - REVIEW OF FACULTY ORDERS
	27	DEPARTMENTAL LIBS - PLAN FOR COLLECTION
	28	DEPARTMENTAL LIBS - MAINTAIN COLLECTION
	36	DOCS US - SELECT FROM MONTHLY CAT, ETC.
	37	DOCS US - SCREEN DOCS
	62	INVENTORY, ANNUAL
	64	KP (STAFF ROOM)
	72	MUSIC COLLECTION - SERVICE
	73	MUSIC EQUIPMENT
	84	PHOTOCOPIER - PROVIDE CHANGE
	95	RESERVE - PROCESS LISTS
	97	RESERVE - PROCESS BOOKS
	98	RESERVE - REMOVE BOOKS
	99	RESERVE - PHOTOCOPY

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	100	RESERVE - PROCESS PROBLEM SETS
	101	RESERVE - OTHER - SPECIFY
	107	SUGGESTION BOX - REVIEW COMMENTS
	108	SUGGESTION BOX - DRAFT OR TYPE REPLIES
	110	TIME AND ATTENDANCE CARDS
	126	AV MATERIALS, SERVICE A COLLECTION
	130	READ SHELVES
2	9	BUDGET MONITORING - SORT SLIPS
	33	DOCS US - INFO SVS 6TH FLOOR ONLY
	34	DOCS US - PROCESS DEPOS SHIPMENTS
	35	DOCS US - PROCESS NON-DEPOS ITEMS
	46	HOSPITAL LIB DUTY
	71	MICROFORMS - SERVICE COLLECTION
	75	NEW BOOK LIST - COMPILE AND REVISE
	129	BINDERY PREP, GENERAL COLLECTION
1	12	CLASSIFIED MATERIALS - SIGN FOR
	13	CLASSIFIED MATERIALS - ASSIST USERS
	14	CLASSIFIED MATERIALS - INVENTORY
	15	CLASSIFIED MATERIALS - DESTROY
	30	DOCS UN - PROCESS
	31	DOCS UN - SHELVE
	32	DOCS UN - OTHER - SPECIFY
	38	DOCS US - SHELF LIST
	39	DOCS US - OTHER - SPECIFY
	91	REPORT LIT - QUESTIONS ANSWERED
	92	REPORT LIT - SELECT
	93	REPORT LIT - BIBLIOGRAPHIC CHECK
	94	REPORT LIT - OTHER - SPECIFY